

UNARMED RESPONSE TO ACTIVE SHOOTER EVENTS

Lesson Plan for Corporate Environments

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EXECUTIVE SUMMARY

This slide presentation is offered as a free guide to private corporations in evaluating current active shooter prevention and response programs, and in developing the same.

This information is not intended to comprise a complete program for preventing and responding to an active shooter event, nor is it meant to serve as a substitute for expert advice provided by local law enforcement, as well as medical, psychiatric and legal personnel.

The Unarmed Response to an Active Shooter program is a change in the traditional paradigm for responding to an active shooter event. This program's focus is to provide prevention strategies and response options, so that business leaders and staff have an increased chance of survival if faced with an active shooter event. Exercising these options may increase the security of staff while awaiting law enforcement arrival.

This program serves the following objectives:

- Define the Active Shooter
- Examine Current Trends, Data, and Early Warning Indicators
- Recognizing the Phases of the Active Shooter
- Discuss Responsibilities of Management and of the Individual
- Discuss Response Options and Strategies
- Provide General Information and Suggestions on Active Shooter Events

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UNARMED RESPONSE TO ACTIVE SHOOTER EVENTS

Lesson Plan for Corporate Environments

SLIDE #1 CORPORATE UNARMED RESPONSE TO ACTIVE SHOOTER PROGRAM

This material is offered as a free guide to private sector corporations and governmental entities. It may be utilize in examining, planning, revising and developing current active shooter prevention and response programs. The focus of this program centers on prevention and response options. Prevention is always preferable to response. However, not all Active Shooter Events (ASE) are preventable. When the unthinkable occurs, specific strategies may be implemented that will increase the chances of those caught in a catastrophic event.

SLIDE #2 DISCLAIMER

This information is not intended to comprise a complete program for preventing and responding to an active shooter event (ASE), nor is it meant to serve as a substitute for expert advice provided by local law enforcement, as well as medical, psychiatric and legal personnel.

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SLIDE #3 PROGRAM OBJECTIVES

As we examine prevention strategies and response options, the objectives set out on this slide may assist us in bringing into focus specific behaviors and characteristics that are often displayed by individuals that carryout Active Shooter Events across our county. By identifying these behaviors and educating all employees on the Early Warning Indicators, we may increase our chances of being able to identify those in need of intervention. Again, prevention by early intervention is a major goal of this program. Intervention strategies must be clear, consistent, confidential and rapidly implementable.



Unfortunately not all Active Shooter Events (ASE) are preventable. In the event the unthinkable occurs, we will discuss response options and or actions that may be utilized by those caught in an ASE. By exercising these options, individuals may increase their chances of survival.

As we have studied “Active Shooter Events” and the needs of the corporate community, we have formulated some specific suggestions that may improve the security of your business. These objectives may assist you in your efforts to identify potential threats, examine your current security program and provide response options. The intent of this program is to provide suggestions that may improve the overall security of your business environment, employees and patrons.

- ❖ Define the Active Shooter: Key to this discussion is to stress that the ‘active shooter’ (AS) may carry out the attack with a variety of weapons. The ‘shooter’ (AS) may have a specific target but the attack soon progresses to the taking of victims in a random fashion.
- ❖ Examine Current Trends, Data & Early Warning Indicators: Key to this discussion is to stress that places of commerce appear to be the sites most likely to experience an ASE. Unfortunately, these events are also on the increase.
- ❖ Recognizing the Phases of the Active Shooter: Key to this discussion is that many ‘active shooters’ (AS) follow a progression of planning stages. If we are aware of these stages and stay vigilant we increase our chances of intervening and preventing a catastrophic event. The individuals that carry out these events often plan in plain sight!
- ❖ Briefly discuss the “responsibilities” of management and those of the individual in being better prepared to prevent and respond to an ASE: Key to this discussion is to stress that management should secure the physical plant (secure the entryway & perimeter, provide lockable safe places, etc), establish a comprehensive safety plan, train staff and conduct drills & exercises to test the plan, etc. Simply, management should provide the tools, policies and practices to secure the facility. The individual should know their role and responsibilities in the safety plan. The individual must maintain a state of ‘situational awareness’ (elevated awareness of their surroundings), ready to carry out the actions necessary to secure their safety and the safety of those in their charge.
- ❖ Discuss Response Options and Strategies: Key to the discussion is to stress that the individuals must live in a ‘heightened sense of awareness’ of their surroundings. They should be aware of their response options and strategies if faced with an ASE. The actions must be clearly defined and practiced. Those that act increase their



chances of surviving. Those that do not act put themselves at the mercy of those without mercy.

- ❖ General Information and Suggestions on ASE: Key to this discussion is to set out how arriving law enforcement may appear. Suggestions on how to appear nonthreatening to arriving law enforcement are provided. Keys to providing information on the situation and the shooter to arriving law enforcement are offered. Finally, strategies that may prove effective in a hostage situation are presented.

SLIDE #4 DEFINE THE ACTIVE SHOOTER

As we have studied “Active Shooter Events”, the Indiana State Police (ISP) Department has developed a working definition of an “Active Shooter”. The ISP definition serves to differentiate the “Active Shooter” from other perpetrators that may carry out various forms of assault on Indiana’s citizens.

Here, we want to underscore that “Active Shooters” utilize a variety of weapons in their efforts to inflict death or serious injury to individuals. We have found that “Active Shooters” may target a specific individual or group but the event may very well transition rapidly into a more random attack.

Active Shooters are seeking easy targets. These individuals seldom intend to take hostages. They typically take victims as they encounter them. This may be an opportunity to underscore for the first time that these events unfold rapidly. Statistics on the average length of time of an “Active Shooter” (in the commercial setting) vary. The range often referred to is from five to seven minutes. Although brief in duration, the carnage they can exact is extensive. Remember, once the event starts they may be able to take victims as rapidly as they can pull the trigger.

SLIDE #5 INCIDENT FREQUENCY

This graph demonstrates that “Active Shooter Events” are clearly on the increase. It is important to note that the FBI study utilized a very broad “Active Shooter” definition. Regardless, we feel that the study supports the premise that these events are on the increase. Source: (Federal Bureau of Investigation, 2014 in cooperation with ALERRT)

SLIDE #6 LOCATION CATEGORIES

Active shooter events occur most frequently in places of business and commerce, this graph clearly demonstrates that businesses and places of commerce are the most likely environments for “Active Shooter Events”. Source: (Federal Bureau of Investigation, 2014 in cooperation with ALERRT)



SLIDE #7 CONSISTENT EARLY WARNING INDICATORS

There are behaviors and indicators that are common in the active shooter events that we have studied. By educating employees, managers, etc. on the early warning indicators, we feel early identification and intervention may be possible. Through early intervention, prevention of the unthinkable may be an outcome.

Note: The Department understands that no ironclad profile exists for the identification of an “Active Shooter” (AS). However, the next few slides may serve to introduce the “prevention phase” of our active shooter program. In the following slides, we will discuss consistent behaviors and indicators that have been displayed by many of the active shooters we have studied.

By remaining vigilant and educating all employees on the “Early Warning Indicators or Behaviors”, we may greatly increase our chances of identifying, intervening and preventing a tragic event.

Prevention is always preferable to response. This principle should serve to underscore the importance of preventing an AS Event. “Early Warning Indicators” or behaviors are frequently exhibited by individuals that are progressing toward an AS Event. All too often, we hear, “He seemed depressed and preoccupied and or fascinated with previous shooting events.” “I thought it was odd that he had purchased so many weapons and rounds of ammunition.” “He often went off his medication and you could tell he was off his meds!” “He sometimes did things that made me feel uncomfortable!” “You know, he talked about getting even with individuals here at work but I just did not take him seriously?”

We want to educate individuals on the “Early Warning Indicators” and provide them with easily accessible methods to communicate concerns to the appropriate individuals (management, counseling professionals, law enforcement, etc). The phrase, “See something, say something” certainly applied in this situation.

SLIDE #8 STIMULI FOR ACTIVE SHOOTER EVENTS

By reviewing active shooter events, it becomes apparent that many of these incidents may be triggered by some very specific external stimuli. This slide provides an overview of some of the stimuli that may precipitate an “Active Shooter Event.” Again, our priority is prevention. By monitoring individuals exhibiting the “Early Warning Indicators” or “Behaviors” and being aware of the types of events that may give rise to an “Active Shooter Event” we may very well be able to intervene and prevent a catastrophic event.

It is important to note that these events often combine to increase the sense of hopelessness, sense of loss and or the sense of being bullied or mistreated. An individual



may be coping & struggling with one setback. However, as the second or third arises, the compounding effect pushes them over the edge.

- ❖ Worsening emotional/mental health issues: This may be precipitated by going off prescribed medication. It may be the result of worsening emotional and mental health issues.
- ❖ Loss or substantial change in family dynamics: This may be the result of marital dissolution or separation. It could be the loss of a loved one or a coping mechanism generated by a variety of stressful issues developing in the family unit.
- ❖ Loss of a coveted employment status: This could be a situation generated by being “passed over” for a desired promotion. It could also be the demotion from a position.
- ❖ Substance addiction/dependency: This particular situation seems to be on the increase in many workplace environments. Often, it complicates other issues from which the individual may be suffering. Alcohol and prescription drug abuse continues to play an important role in many of the events involving workplace violence.
- ❖ Drastic change in health status: We all handle serious health issues differently. Typically, we handle them well. However, some do not. Infrequently, some individuals when faced with their own mortality resort to a coping mechanism that may manifest in the urge to strike out at those that enjoy a more healthy life.
- ❖ Loss of financial security: The anxiety generated by debt and financial instability cannot be overstated. The inability to support one’s family (or one’s self) may result in a state of depression or hopelessness. The subsequent loss of self esteem and potential for severe depression may be powerful precursors to irrational behavior.
- ❖ Job termination: The statement, “Our job often defines us”, should be taken seriously. Again the loss of self esteem, self worth, etc. that often accompanies the termination of one’s employment may have devastating or even catastrophic consequences. This process may generate a dynamic that spurs the terminated employee to see an individual or individuals as the responsible party to the “unjust” loss of employment.
- ❖ Hazing, teasing, bullying in the workplace: This type of behavior is not confined to the schoolyard or found only in adolescent environment. Mistreatment of this type in the workplace can have catastrophic consequences. Individuals that undergo this type of mistreatment may view striking out at their perceived nemesis as the only way to regain some sense of self-worth.



SLIDE #9 ADDITIONAL CUES TO ASSIST IN UNDERSTANDING AND IDENTIFYING THE ACTIVE SHOOTER

This slide continues the discussion of contributing factors that may elicit “Early Warning Behaviors” in employees. Some of these social interactions may set the stage or trigger an ASE. By understanding the impact of these interactions, managers may increase their ability to prevent an ASE by exercising early intervention. ISP believes that prevention is preferable to response.

Employees, customers, vendors, etc. that exhibit agitated and unstable emotional states as well as mood swings, emotional outbursts and hypersensitivity to criticism, may very well merit monitoring. Emotional instability may manifest in mood swings resulting in frequent conflict with coworkers, supervisors, patrons, etc. When individuals are suffering from emotional issues, a coping mechanism may be to strike out against those that they perceive to be mistreating them. This may be a response to real or imagined bullying, hazing, teasing, etc. Individuals suffering from emotional issues may exhibit poor socialization and as a result their behavior may fall outside the scope of acceptable social interaction. Simply, they may be described as acting strange, odd, etc. Sadly by doing so, their behavior may be unintentionally and unfortunately providing fertile ground for intolerant individuals to bully, haze and or mistreat these individuals. The real or perceived mistreatment may magnify their sense of isolation. As the perceived, imagined or real mistreatment progresses the individual may view only one solution to end the situation. That solution may manifest in an ASE for the purposes of striking out and satisfying the need for revenge against those the shooter views as responsible for his emotional dilemma. They may see the carnage they have planned as a solution to ending the very real emotional suffering they are experiencing.

It would be appropriate to suggest that a policy of respect, civility, etc. in the workplace is an appropriate working condition.

SLIDE #10 CHARACTERISTICS OF AN ACTIVE SHOOTER EVENT

The next several slides may serve as a review and once again draw our attention to prevention. The slides provide a quick re-examination of some of the common characteristics of an “Active Shooter Event”. Again, our focus is on prevention. By understanding and recognizing these characteristics, we increase our chances of intervening and possibly preventing an “Active Shooter Event” (ASE).



In this slide, we want to underscore that staying out of contact with the shooter should be our goal. Law enforcement's response time in many areas of the country may exceed five minutes. Our study of "Active Shooter Events" suggests that a great deal of carnage may be exacted in that critical five minutes. Remember, the shooter may have a specific target but as he begins his attack, he becomes an opportunistic killer and takes victims in a random fashion.

SLIDE #11 CHARACTERISTICS OF AN ACTIVE SHOOTER EVENT (CONTINUED)

Here again, we want to refocus on how we may intervene and or prevent an "Active Shooter Event" (ASE). This slide continues the discussion of the common factors of an ASE. Here the slide underscores that these events are typically planned. The shooters may stockpile weapons, hold a fascination for previous active shooter events and voice their intent to carry out an ASE to others. Because shooters plan extensively, they typically plan in plain sight.

"Active Shooter Events" are typically carried out by a single individual. The "Active Shooter" often suffers from mental instability. In his irrational mind, he may see the need to carrying out an act of revenge for a perceived wrong. As a result, he may view the "ASE" as a means of revenge for the wrong that his distorted sense of reality dreamed up.

To introduce the next slide, it is critical to underscore that "Active Shooters" plan extensively in plain sight! Simply, someone nearly always has actionable knowledge.

SLIDE #12 CHARACTERISTICS OF AN ACTIVE SHOOTER EVENT (CONTINUED)

In almost all ASE coworkers, friends, etc. had actionable knowledge of the upcoming events. They simply failed to bring that knowledge to the appropriate individual or individuals. They failed to take the situation seriously.

This slide continues the discussion of the common factors of an ASE. Statistics support that perpetrators engage in behavior that causes others to be concerned. Again, they plan in plain sight but those that have concerns and or have knowledge of the shooter's intentions fail to notify the appropriate individuals.

This slide may provide an opportunity to emphasize that someone nearly always knows that an ASE is developing. The immediate feedback from individuals at the scene often suggests that they had no warning. Then, as a more in depth examination of the facts begins to surface, we see that people associated with the event had suspicions and or were aware of several behavioral indicators that should have demonstrated to them that a



potential tragedy was at hand. Examples of the perpetrator's behavior or actions may include:

- ❖ Threatening behavior demonstrated by the shooter
- ❖ Bazaar and or irrational text messages sent to coworkers by the shooter
- ❖ The posting of threats or plans to harm others or themselves (posted by the shooter)
- ❖ The shooter sharing intentions or plans with peers to carry out an "Active Shooter Event"
- ❖ The accumulation of weapons by the shooter
- ❖ The shooter going off medication prescribed to control emotional instability
- ❖ The worsening of emotional and mental health issues

SLIDE #13 FIVE STAGES OF THE ACTIVE SHOOTER

This slide discusses the developmental process of many active shooter events: ("Five Stages of the Active Shooter," Developed by Lt .Dan Marcou, La Crosse, WI Police Department - retired). This process may serve to once again underscore that 'active shooters' plan in plain sight. Marcou's Stages: Fantasy, Planning, Preparation, Approach and Implementation.

- ❖ **Fantasy:** "Initially, the shooter only dreams of the shooting. He fantasizes about the headlines and the news coverage he'll receive. He pictures breaking the death count record of the previous active shooter, and going out in a blaze of glory. This is typically the stage in which the potential shooter starts to express and share his thoughts, fantasies, delusions, and or obsessions."
- ❖ **Planning:** "In the Planning Stage, the shooter will start to organize his plan", (with the production of drawings, basic written plans, etc.). In many cases, the planning should have been apparent to those coming in contact with the shooter.
- ❖ **Preparation:** "Here, the event starts to come into focus for the shooter. He starts to obtain the weapons and materials necessary to carry out the event." Again, he continues to tell others of the impending attack.
- ❖ **Approach:** "This phase is a very dangerous stage. The suspect has made his plans and decided to act. He will be walking, driving, or riding toward his intended target, armed with his tools of death."



- ❖ **Implementation:** “Once the Implementation Phase starts, the focus of shifts from prevention to the need for response options.”

*“Five Stages of the Active Shooter”,
Lt. Dan Marcou, La Crosse, WI Police Department –retired).*

Note: These stages or phases often occur in plan site. If we understand the phases and remain vigilant, we may very well be able to identify a potential event and intervene. Prevention is preferable to response.

SLIDE #14 ORGANIZATIONAL PREPAREDNESS

We continue our discussion of prevention and begin the introduction of the response options. We discuss prevention from both an organizational perspective and an individual perspective. We examine what the organization (corporate management) may do to increase the security of the workplace and what the individual (employee) may do to be better prepared to take the necessary actions to secure their safety. Simply, we examine what the organization (management) and individual (employee) may do to be better prepared to secure their safety and the safety of coworkers.

Organizational Preparedness:

Can be defined as what management can do to assist employees in being prepared for an ASE. Examples may include:

- ❖ Secure the perimeter of the facility
- ❖ Develop a comprehensive “Safety Plan”
- ❖ Develop policies to carry out the “Safety Plan”
- ❖ Develop drills to test the “Safety Plan”
- ❖ Modify the “Safety Plan” with the information gleaned from the debriefing reports from drills, practice and actual events

Individual Preparedness

Can be viewed as preparing yourself to recognize, analyze, internalize and respond to threats. Examples may include:

- ❖ Learn to live in a state of “heightened awareness” and be aware of your surroundings
- ❖ Know the overall “Safety Plan”



- ❖ Know your role in the “Safety Plan”
- ❖ Know the “Early Warning Indicators/Behaviors”
- ❖ Know your role in implementing the “Safety Plan”
 - Your role in bringing individuals exhibiting the “Early Warning Indicators/Behaviors” to the attention of management or the “Threat Assessment/Intervention Team”
 - Your role in monitoring visitor traffic
 - Your role in sounding the alarm and calling 911 and or locking down the facility

SLIDE #15 MANAGEMENT’S RESPONSIBILITY IN PREPARING THE FACILITY

Prevention should be the organization’s main goal!

Management must develop a comprehensive safety plan along with policies and practices to support it.

- ❖ The overall “Safety Plan” should address and provide the best practices for preventing and responding to a broad spectrum of threats (i.e. assault, armed assailant, sexual assault, intruder, bomb threat, suspicious package or mail, severe weather, medical emergency, suicide/death of coworker, hazardous materials/chemical threats, lockdown, evacuation and reunification, notification/media/communication practice, drills to test plan, debriefing forms, etc.)
- ❖ We must not forget to address threats that may be generated by the community in which the business exists.
- ❖ Management should have a process in place to educate the workforce on the overall “Safety Plan”
- ❖ Management should work with employees to develop drills, conduct debriefing sessions and review/revise the overall “Safety Plan”
- ❖ The “Safety Plan” is never complete! It is constantly in a state of improvement.

Secure the perimeter of the facility!

- ❖ Management should provide perimeter security and monitor all access points to the facility.



- ❖ Control access to the facility by routing visitors through a controlled primary entryway.
- ❖ Along with monitoring all access points, a check-in process for all individuals entering the facility through the primary entryway must be developed.

Management should provide and maintain the hardware that will assist staff members in rapidly securing safe-room doors, office doors, etc.

Management should provide staff with the tools and the authority necessary to sound the alarm, lockdown the facility, call 911 and take necessary action.

Management should invite law enforcement to the workplace. Visible law enforcement is one of the most effective deterrents to an ASE.

SLIDE #16 PREPARATION RESPONSIBILITY FOR MANAGEMENT

Develop a “Business Environment Threat Assessment Survey/Inventory Tool” to identify potential threats and vulnerabilities in the workplace environment (including the threats that may be posed by the community/location of the business, the physical plant, the product line, visitors to the facility and employees).

Management may utilize the “Threat Assessment Survey/Inventory Tool” to conduct an assessment of the business environment (Employers know their community, business practices and product line better than anyone). Remember, management should be involved in the ongoing threat assessment process.

Management should develop safety plans that address the threats identified by the “Threat Assessment Survey/Inventory Tool”.

It is important to have both management and employees on the “Threat Assessment Team”.

In addition, management should develop:

- ❖ A process for educating the workforce on the “Early Warning Indicators/Behaviors”
- ❖ A “Threat Assessment/Early Intervention Team” (composed of management and employees).
- ❖ A process for identifying and reporting individuals in need of monitoring and potential intervention to the “Threat Assessment/Early Intervention Team”.
- ❖ A process for providing ongoing assistance to individuals in need of intervention.



Practice, test and revise your plan based on the results of your Threat Assessment Survey/Inventory Tool and utilize debriefing reports (feedback reports from previous events and drills). Debriefing reports are simple forms that are completed by individuals that are involved in safety drills, actual events, etc. Simply, by using the “Debriefing Report”, the individual describes the event, describes their response action, and describes what worked and what could have been done better. Finally, the individual completing the report offers suggested actions that may be taken should the event be repeated.

Remember, the “Safety Plan” should address the vulnerabilities identified by the “Assessment”!

SLIDE #17 PREPARATION RESPONSIBILITY FOR MANAGEMENT (CONTINUED)

Educate all employees on the Early Warning Indicators/Behaviors.

Develop programs that promote a climate of communication between employees and management (Tip lines, websites, tools designed to facilitate communication between employees and the “Threat Assessment/Intervention Team”, etc).

Conduct drills and tabletop exercises designed and carried out by staff.

Management must empower staff to sound the alarm.

Management may provide training for staff on dealing with difficult people. This is especially effective for receptionist and front office personnel.

Management should reinforce the importance of each employee’s role in the safety program. Management’s expectations should be made clear to each employee. Some examples may be: (i.e. the employee’s role in visitor control, the employee’s role in communicating concerns to the Threat Assessment/Intervention Team, the need for employees to heighten their level of personal awareness in the workplace, etc).

A “Safety Plan” is effective only if everyone participates and accepts their respective responsibility for carrying out the plan.

SLIDE #18 MANAGEMENT RESPONSIBILITIES TO MONITOR POTENTIAL THREATS FROM PERSONNEL

Management should develop a “Threat Assessment Intervention Team”. This is the team (committee) that assists in monitoring employees, visitors, customers and individuals associated with the workplace (that are exhibiting the “Early Warning



Indicators/Behaviors”). In order for the “Threat Assessment Intervention Team” to be effective, they must be able to receive information from all members of the business community. It is typically management’s responsibility to establish an effective and straightforward method of getting information to members of the “Threat Assessment Intervention Team” (websites, tip boxes, commercial programs designed to facilitate gathering and communication of information, etc.)

It is critical to educate members of the business community on the “Early Warning Indicators/Behaviors”. Remember, typically, someone knows! It is critical to communicate concerns in a timely manner to the appropriate individuals (members of the “Threat Assessment Intervention Team”).

It is important to have a cross section of employees serve on the Threat Assessment/Intervention Team.

It is critical to train the Threat Assessment/Intervention Team members on the Early Warning Indicators/ Behaviors.

Remember, educate members of the business community on the “Early Warning Indicators/Behaviors” and develop a process for confidential reporting of security concerns to the Threat Assessment/ Intervention Team and to management.

SLIDE #19 RESPONSIBILITIES OF THE INDIVIDUAL TO BE PREPARED

Individual Preparedness and Situational Awareness: Individual and Situational Awareness occur when you are totally aware of what is going on around you.

If you have a healthy degree of mistrust/suspicion, you will be better prepared to deal with the threats in your environment.

Cooper’s Color Code may be utilized to explain the concept of “situational awareness”.

In explaining the concept of personal awareness, the “basic philosophy “or “concept” of Cooper’s Color Code, may be useful. As an option, instructors may wish to utilize it to demonstrate situational “awareness”.

Optional: If your status is “White”: You are “Unaware and Unprepared”: In this state, the only thing that may save you is the poor preparation and incompetence of the individual or individuals carrying out the assault. Yellow: You are “Calm but Alert”: This is not paranoia but a healthy sense of awareness. In this state you are paying attention to what is going on around you and the nuances of your environment or the subtle shades of stimuli coming from your surroundings. Orange: You are “Specifically Alert” to certain stimuli. Some type of stimuli has caught your attention. You are fine tuning your senses and narrowing your



focusing on the potential threat. You have not discarded all stimuli in your surroundings but you are focusing on something that just does not seem right. Red: You are “Ready to Take Action” because you have interpreted or confirmed the external stimuli as a threat. Your primal senses are starting to kick in and you are emotionally, mentally and physically ready to fight.

SLIDE #20 WHEN YOU ARE NOT AWARE OF YOUR SURROUNDINGS, BAD THINGS HAPPEN (VIDEO)

This video underscores why you should be aware of your surroundings.

SLIDE #21 INDIVIDUAL OR SITUATIONAL AWARENESS

Individual Preparedness (Review lessons learned from the video, your discussion on Cooper’s Color Code and or a simple explanation of how individuals must be aware of their surroundings)!

The key to “Individual Preparedness” is your ability to live in a state of “Heightened Awareness”.

Heightened Awareness will assist you in:

- ❖ Recognizing the presence of threats
- ❖ Analyzing & internalizing the presence of the threat
- ❖ Overcoming your reluctance to take the necessary action to secure your safety (This may include lethal action against another human being.)

An example (of being unaware): A shopper leaves the mall with their keys in bottom of their purse. The shopper is carrying an arm load of packages to their car in a dark parking lot.

A healthy sense of suspicion is a good thing!

SLIDE #22 KEY TO KEEPING YOUR EMPLOYEES SAFE: PREPARE THEM TO ACT!

Theodore Roosevelt said “In the moment of decision, the best thing you can do is the right thing, the next best thing is the wrong thing, and the worst thing you can do is nothing.”

Points to stress:



- ❖ Doing nothing may cost you your life.
- ❖ Taking action increases your chances of surviving.
- ❖ Taking no action puts you at the mercy of an individual that has no mercy.
- ❖ You may very well be capable of doing far more than you think.
- ❖ Preparation may greatly increase your ability to respond and implement your plan.
You will react as you have practiced.

This may be a good time to underscore that in recent “theater shootings” or the 1999 Columbine school shootings, etc; those that acted had a better chance of surviving than those that took no action and simply cowered in place. It is critical to have a plan when entering an environment that may become dangerous or even deadly. There is nothing wrong with having a plan and being aware of a safe path to a secure area.

You are not living in fear. You are being prepared to live!

SLIDE #23 BASICS OF AN ACTIVE SHOOTER EVENT

The Shooter’s Actions:

The shooter arrives & seeks victims. The attack may target a specific group or individual initially but quickly evolves into a more random attack.

Individual Actions:

In an active shooter event your goal must be to separate and secure yourself from the threat. Time saves lives. Your actions & options may be defined as Escape (Run), Lockdown (Hide) or Fight.

We want to underscore that ISP’s recommendations expand the traditional Run, Hide or Fight model. We want you to “Escape” (Run) by taking specific actions that increase your security as you seek to remove yourself from the danger zone. We do not want you to run blindly. You should have an “Escape” (Run) plan. You should pay attention to the path you take and consider “concealment” and especially “cover” as you “Escape” (Run).

“Concealment” hides you and “cover” may stop a bullet. If you elect to “Lockdown” (Hide), secure the door, silence any source of noise and seek “cover” by placing solid objects between you and the threat. You should be prepared to be mobile (staying stationary makes you an easy target). Finally, if all else fails, you should be prepared to take lethal action with improvised weapons. Have a plan! You will react as you have planned and practiced.



The Organization's Actions: These are prevention and response actions and practices that management should have taken to secure the safety of employees. The facility by design should have perimeter and internal security design (controlled admission & easily/rapidly lockable office and "safe room" doors). Policies and practices should be in place to provide clear direction on expected responses.

Note in a large room or "theater setting": You should always heighten your sense of awareness by having a plan; by being aware of available exits; by being aware of available cover; by being aware of the most appropriate path that takes advantage of available cover to the nearest safe exit to a secure site. Those that freeze in place make themselves easy targets and often represent the victims in these events.

What will you face if you do not take action?

Active shooters view their victims with an altered sense of reality. Typically, compassion, pity, etc. are not emotions that enter into the equation. If we review the active shooter's demeanor, we find an emotional void. They often take victims as they are encountered and in a random fashion. Often, they are described as detached, calm, etc. Do not expect empathy from the shooter.

Although the Columbine shooting took place in a school we may learn valuable lessons from that tragic event. In the Columbine video the shooters actions serve to demonstrate how they often lack empathy for their victims. Though difficult to watch, the perpetrators may be viewed taunting their hapless victims just prior to taking their lives. Carnage was the shooter's goal with no regard for the horrific actions that they were undertaking. The narcissistic view often demonstrated by shooters underscores that pity; empathy, etc. are not emotions that characterize active shooters.

Your options:

You should seek to limit or prevent contact with the shooter. Your options are to Escape/Run or Lockdown/Hide! As a last resort to Fight!

SLIDE #24 ACTIVE SHOOTER EVENT OPTIONS

Here again, we are stating prevention is better than response. However, if you must respond, we want you to remember the expanded principles of the Escape (Run), Lockdown (Hide) or Fight model.

Escape or Run:

Escape is an option in the event you have a secured path to a predetermined or confirmed secured area.



Lockdown or Hide:

If a safe path to a secure site is not a certainty, “Lockdown” may be the very best option. It is not advisable to leave a secured location for a location of unknown security.

Fight!:

When faced with imminent danger, take lethal action.

SLIDE #25 OPTIONS TO ESCAPE/RUN

Remember you have been empowered to sound the alarm! You may elect to warn others if it does not slow you down. If you must run, run intelligently via a secured path to a known safe location.

1. Have a safe path and destination (with alternate) in mind.
2. Escaping is one of your best options. IF you have a safe path to a secure site!
3. Do not attempt to evacuate if you do not know where the threat is located.
4. Leaving a secure place for an unknown option may take you directly into the threat!
5. Leave your possessions (warn others) but do not slow your escape.

SLIDE #26 OPTIONS TO ESCAPE/RUN (CONTINUED)

6. As you evacuate, understand the concepts of concealment and cover.
7. Concealment should hide you while sufficient cover may stop a bullet.
8. Quickly check corners, intersections and rooms before you move into or through them.
9. **PRACTICE** your Option to Escape.

SLIDE #27 OPTION TO LOCKDOWN/HIDE:

Remember you have been empowered to sound the alarm!

1. Quickly lock and secure the door.
2. Put as much furniture as possible in doorway to create a secure barricade.
3. Put as much ‘cover’ between you and the threat as possible.
4. Stay out of the line of sight/fire.



5. Do not make yourself an easy target. (Stay on your feet ready to move.)

SLIDE #28 OPTION TO LOCKDOWN/HIDE (CONTINUES)

6. Silence your cell phone and/or pager.
7. If you can silence your cell phone and leave an open line to 911, do so.
8. Turn off any source of noise and remain quiet, i.e., radios or televisions.
9. Remember that 'cover' is your goal. Hiding (behind large items-cabinets, desks or solid walls) is best.
10. **PRACTICE** your option to Lockdown or Hide!

SLIDE #29 OPTION TO FIGHT

1. Obtain improvised weapons.
2. If you must fight, you should be positioned out of the line of sight/fire with as much cover as possible.
3. You should take care to position yourself to take advantage of the attacker by bringing him into your circle of violence with surprise on your side.
4. 4. Your goal is to obtain cover while bringing the attacker into your "circle of violence." You may elect to explain the "circle of violence" concept. (Key: If the shooter has a gun and you are across the room with a chair, you are in his "circle of violence" but he is not in your "circle of violence". If you are out of the line of sight and out of the line of fire but concealed (with an improvised weapon) at the shooter's entry point, the shooter will now be in your "circle of violence".
5. You must be ready to take lethal action. The better prepared you are. The more you can do to protect yourself and others.
6. **PRACTICE** your Option to Fight

SLIDE #30 RUN. HIDE. FIGHT. SURVIVING AND ACTIVE SHOOTER EVENT

(Video) – © City of Houston 2012

Make sure to underscore that the Department has increased and expanded on the recommendations per the above information. The Department provides specific suggestions on each phase of the Escape/Run, Lockdown/Hide or Fight program. The Department's



program also adds prevention on the front end of the model. In addition, the Department's program expands each phase of the Escape/Run, Lockdown/Hide or Fight model with specific suggestions for carrying out each option.

Make the point that this is a YouTube link to City of Houston, TX video, which is copyrighted.

SLIDE #31 SUGGESTIONS FOR SURVIVING A HOSTAGE SITUATION:

While no "fool proof" plan exists for surviving a hostage situation, some basic suggestions may prove to be the difference between survival and tragedy. Historically, active shooters arrive with the goal of killing victims as they encounter them. This random carnage does not typically result in a hostage situation. That is not to say that a hostage situation could not be an outgrowth of an active shooter event.

Suggestions:

Onset of the Event:

The onset of the event may be the best time to increase your chances of surviving a hostage taking event. In a business setting, the onset of the event may provide avenues of escape that will close very quickly once the perpetrator takes control of the situation or controls the conditions of your freedom. If you have planned your options to escape prior to the event your chances of escaping and surviving the incident will dramatically increase.

You should stay alert to the dynamics of the situations. You must immediately determine the intent of the perpetrator. If the goal of the attacker is to continue the carnage of killing the hostages, you will need to take the immediate and necessary actions to preserve your life. Your options at this time may be limited to escape by any means necessary or by taking lethal action against the perpetrator. It is critical that you have a predetermined plan of action. Taking no action may very well have a tragic outcome.

If the attacker's intent is to hold individuals for bargaining or as a negotiating lever, (and you are unable to escape) most law enforcement agencies recommend that you stay as calm as possible.

A goal that is often suggested is to deescalate the situation by avoiding argumentative conversation and engage the perpetrator only on his initiative.

Stay alert to the emotional state of the hostage taker and to the dynamics of the situation including his weapons, emotional state and any changes in his intent to start harming hostages.



Prepare yourself mentally for the action that will be dictated by the dynamics of the hostage situation.

If a rescue attempt is undertaken, stay low, empty your hands, put yourself in a non-threatening position with your hands as visible as possible.

Follow all the commands of the arriving law enforcement.

SLIDE #32 LAW ENFORCEMENT ARRIVAL

- ❖ Law Enforcement may arrive in uniform, plain clothes, or tactical gear.
- ❖ Law Enforcement will bypass the wounded, be forceful, their initial mission is to end the violence.
- ❖ Law Enforcement will immediately make their identity known.

SLIDE #33 LAW ENFORCEMENT ARRIVAL (CONTINUED)

Do not attempt to reach out to arriving law enforcement

Keep hands empty and clearly visible

If you are able, you should be prepared to supply arriving law enforcement with information on the shooter: direction, location, (sex, race, hair color), type of weapon, etc. Remember, you should do this only if it does not compromise your safety.

Information Requested by 911 Operator: “911 Emergency Information Quick Reference Guide” is posted on ISP Website. This information may assist in preparing you to respond to questions from the 911 Call Operators.

SLIDE #34 BUSINESS ENVIRONMENT THREAT ASSESSMENT

An effective security plan should begin with a comprehensive “Threat Assessment Inventory or Tool”.

The Threat Assessment Inventory or Tool should be developed in a cooperative effort between management and the workforce.

The “Assessment” should be conducted by members of the management team and the workforce.

The “Assessment” should examine and identify threats from the entire business environment.



SLIDE #35 SUGGESTIONS FOR CONSIDERATION

Empower your staff to participate in the development and revision of the corporate safety plan.

Make it clear to staff that they are expected to participate in securing the building (maintaining perimeter security, monitoring visitor traffic, being vigilant, etc.)

Reinforce that the expectation is that staff will sound the alarm if they see something of concern. See something, say something.

SLIDE #36 SUGGESTIONS FOR CONSIDERATION (CONTINUED)

Empower your staff to participate in the corporate safety plan.

Include representatives from various job responsibilities on the Threat Assessment Team.

Include representatives from various job responsibilities in the Threat Assessment Process.

Include staff in planning and revising the plan based on the outcome of the Threat Assessment Process.

Include staff in planning and conducting drills in partnership with law enforcement and have a debriefing process to share information.